CONTENTS

SPECIAL ISSUE: SELLING AND SALES MANAGEMENT

1 **Letter for the Special Issue on Selling and Sales Management**
Peter LaPlaca

3 **Introduction to the Second Special Sales Management Issue**
Earl D. Honeycutt, Jr.

7 **Salesperson Failure: Sales Management is the Key**
Who's really responsible for salesperson failure? The sales management team!
Alan J. Dubinsky

19 **When Salespeople Fail: Assessing Blame**
In this age of fault-finding and blame-fixing, the finger points to management when salespeople fail
Marvin A. Jolson

27 **Student Preferences for Sales Careers Around the Pacific Rim**
Given the growing importance of trade in the Pacific Rim, what are student attitudes toward sales careers?
Earl D. Honeycutt, Jr., John B. Ford, Michael J. Swenson, and William R. Swinyard

37 **Navigating Through Rough Waters: The Importance of Trust in Managing Sales Representatives in Times of Change**
Joint sales calls and fair appraisals establish needed trust that can help during times of transition
Kevin M. McNeilly and Marian B. Lawson

51 **Influence of Managerial Behaviors and Job Autonomy on Job Satisfaction of Industrial Salespersons: A Cross-Cultural Study**
Can managerial behaviors, such as initiation of structure and consideration, lead to greater satisfaction among industrial salespersons, given their need for autonomy?
Thomas E. DeCarlo and Sanjeev Agarwal

63 **Improving the Effectiveness of Field Sales Organizations: A European Perspective**
Coaching rather than commanding salespeople increases sales unit effectiveness. Managers play a vital role in helping salespeople deliver high level performance
Artur Baldauf and David W. Cravens

Industrial Marketing Management **28**, bmi–bmvi (1999)

© 1999 Elsevier Science Inc. All rights reserved.

655 Avenue of the Americas, New York, NY 10010

0019-8501/99/$–see front matter

73 **Sales Training Evaluation Model (STEM): A Conceptual Framework**
What is the relationship of different sales training methodologies and the ability to measure sales training effectiveness?
Robert A. Lupton, John E. Weiss, and Robin T. Peterson

87 **The Current State of Sales Force Activities**
Changes in sales organizations and the sales environment over the past decade have resulted in major new activities that salespeople are required to perform in order to be successful
Greg W. Marshall, William C. Moncrief, and Felicia G. Lassk

99 **Using Buyer's Information Processing to Formulate Selling Strategies**
Determining the buyer's mode of information processing increases selling effectiveness
Kenneth A. Hunt and R. Edward Bashaw

109 **A New Classification of Sales Resistance**
Classifying sales resistance enables salespeople to better gain buyers' commitments
Kenneth A. Hunt and R. Edward Bashaw

119 **Understanding Customer Quality Requirements: Model and Application**
Quality offers a competitive advantage even in mature commodity industries
Eric Hansen and Robert J. Bush

131 **Effects of Manufacturers' Strategies on Channel Relationships**
How do competitive strategies implemented by manufacturers impact the intimacy of their relationships with distributors?
Zhan G. Li and Rajiv P. Dant

145 **Building Competitiveness in Grocery Supply Through Continuous Replenishment Planning: Insights from the Field**
Sharing of sales data results in improved inventory management
Roger C. Vergin and Kevin Barr

155 **Examining the Use of Team Selling by Manufacturers' Representatives: A Situational Approach**
In what situations do manufacturers' representatives utilize team selling?
Donald W. Jackson, Jr., Scott M. Widmier, Ralph Giacobbe, and Janet E. Keith

165 **Country-Of-Origin Effects on Purchasing Agents' Product Perceptions: An Australian Perspective**
A survey of Australian purchasing agents explores country-of-origin influences
Sam Dzever and Pascale Quester

177 **Segmenting the Global Market by Usage Rate of Industrial Products**
Heavy-user countries are not necessary heavy users for all industrial products
Mahir Nakip

SPECIAL ISSUE: RESEARCHING BUSINESS AND HIGH TECHNOLOGY MARKETS

197 **Introduction to the Special Issue: Researching Business and High Technology Markets**
O. Karl Mann

201 **Theory Testing Using Case Studies in Business-to-Business Research**
A case methodology is developed that is appropriate for use by business-to-business researchers
Wesley J. Johnston, Mark P. Leach, and Annie H. Liu

215 **Degrees-of-Freedom Analysis of Case Data in Business Marketing Research**
Case data are analyzed using a pattern matching approach to conduct critical tests of competing theories in business marketing
Elizabeth J. Wilson and Arch G. Woodside

231 **A Framework for Monitoring Customer Satisfaction: An Empirical Illustration**
Systematically monitor customer satisfaction over time
Subhash Sharma, Ronald W. Niedrich, and Greg Dobbins

245 **Organizational Buying Theories: A Bridge to Relationships Theory**
Taking classical approaches to the new problems of relationships marketing
John F. Tanner, Jr.

257 **Research Pactice in Business Marketing: A Comment on Response Rate and Response Bias**
Low response rate surveys are likely to be affected by respondent self-selection bias; external validity will be compromised
Elizabeth J. Wilson

261 **Response to Wilson's Comment**
John F. Tanner, Jr.

263 **Assessing the Structure of Industrial Buying Centers with Multivariate Tools**
Multidimensional scaling is a useful tool for determining who works with whom in industrial buying decisions
Michael H. Morris, Pierre Berthon, and Leyland F. Pitt

277 **A Comparison of Aggregation Approaches for Second-Order Data**
How can relationship-level measures be created from individual-level responses?
Brock Smith

293 **Disk by Mail for Industrial Survey Research: A Review and Example**
Disk by mail provides a solution to some of the unique problems encountered when conducting research in business markets
Rod B. McNaughton

305 **Applying Principles of Creativity Management to Marketing Research Efforts in High-Technology Markets**
Use creativity techniques to improve marketing research
Lexis F. Higgins

319 **Key Factors in Increasing Speed to Market and Improving New Product Success Rates**
Companies that can innovate faster and more effectively than their competition have a greater chance of achieving sustainable growth. This article describes several factors that can help to speed development time and enhance overall success rates
Gary S. Lynn, Kate D. Abel, William S. Valenti and Robert C. Wright

327 **Internet Use within the U.S. Plastics Industry**
Interfirm communications—and relationships—can be affected by the Internet
Brett A. Boyle and Linda F. Alwitt

343 **Business-to-Business Marketing and the World Wide Web: Planning, Managing and Assessing Web Sites**
Marketers must assume a greater role in B-to-B Web sites
Joel R. Evans and Vanessa E. King

359 **Impact of Job Formalization and Administrative Controls on Attitudes of Industrial Salespersons**
Are output controls better than process controls for managing salespersons?
Sanjeev Agarwal

369 **Do American and Mexican Purchasing Managers Perceive Ethical Situations Differently? An Empirical Investigation**
Comparing ethical perceptions of purchasing managers from Mexico and America
Raghu Tadepalli, Abel Moreno and Salvador Trevino

381 **Communications and Expectations in After-Sales Service Provision: Experiences of an International Swedish Firm**
Description and discussion of the system developed by a Swedish firm to provide after-sales service through a distribution network across national cultures
Timothy L. Wilson, Ulf Boström, and Rolf Lundin

395 **The Determinants of Choice Set Structure in High-Technology Business Markets**
Shows the effects of past relationships, outside consultants, and situational variables on the size and composition of choice sets in high-technology business markets
Paul G. Patterson and Philip L. Dawes

SPECIAL ISSUE: BUSINESS RELATIONSHIPS AND NETWORKS

413 **Business Relationships and Networks: Managerial Challenge of Network Era**
What capabilities are needed in network management?
Kristian K. Möller and Aino Halinen

429 **Managing Business Relationships by Analyzing the Efects and Value of Different Actions**
How the effects of relationship actions may aid relationship decision-making
David Ford and Raymond McDowell

443 **Learning in Networks**
Business relationships: network, organizational learning
Håkan Håkansson, Virpi Havila, and Ann-Charlott Pedersen

453 **How to Set Up a Cooperation Network in the Production Industry**
A methodology for SMEs to set up an international production network
Bernd O. Loeser

467 **The Networking Company: Antecedents for Coping with Relationships and Networks Effectively**
Exploring organizational preconditions for a high degree of network competence
Thomas Ritter

481 **Adaptive Behavior in Buyer–Supplier Relationships**
A key element of business relationship management
Ross Brennan and Peter W. Turnbull

497 **Managing Interfaces with Suppliers**
How do buyers make use of supplier resources?
Luis Araujo, Anna Dubois, and Lars-Erik Gadde

507 **Do Customer Partnerships Improve New Product Success Rates?**
Customer partnerships are no guarantee of product success
Alexandra J. Campbell and Robert G. Cooper

521 **Organizing Marketing in Industrial High-Tech Firms: The Role of Internal Marketing Relationships**
The development of internal marketing units and their coordination is a major challenge for high-tech companies
Kristian Möller and Arto Rajala

537 **Relationship Promoters: Driving Forces for Successful Customer Relationships**
Given the growing importance of developing and maintaining effective business relationships, what are significant activities and attributes of high performance relationship managers?
Achim Walter

553 **Relationship Marketing Teams: Improving the Utilization of Customer Relationship Potentials Through a High Team Design Quality**
Improve your relationship marketing teams for better customer relationships!
Gabriele Helfert and Katharina Vith

565 **A Survey of New Product Forecasting Practices in Industrial High Technology and Low Technology Businesses**
Forecasting in highly uncertain markets
Gary S. Lynn, Steven P. Schnaars, and Richard B. Skov

573 **Purchase-Related Factors and Buying Center Structure: An Empirical Assessment**
Buying center structure in a Southeast Asian setting
Geok-Theng Lau, Mark Goh, and Shan Lei Phua

589 **Intercultural Interaction Strategies and Relationship Selling in Industrial Markets**
Understanding the buyer's corporate culture should be a key component of marketing strategy for industrial sellers
Roberta J. Schultz, Kenneth R. Evans, and David J. Good

601 **Antecedents and Consequences of Relationship Marketing: Insights from Business Service Salespeople**
Relationship marketing is regarded by salespeople as a two-way street and requires engaged relationship building activities from both buyers and sellers
Arun Sharma, Nikolaos Tzokas, Michael Saren, and Panagiotis Kyziridis

613 **Import Motivation in Manufacturer–Overseas Distributor Relationships: Guidelines for U.S. Industrial Exporters**
How to enhance export performance through understanding the forces driving import decision making
Constantine S. Katsikeas and Anna Kaleka

627 **Selecting and Training the International Sales Force: Comparison of China and Slovakia**
How are firms selecting and training sales forces in former controlled marketplaces
Earl D. Honeycutt, Jr., John B. Ford, Robert A. Lupton, and Theresa B. Flaherty

637 **Role of Market Turbulence in Shaping Pricing Strategy**
Pricing strategies for high technology markets
Michael F. Smith, Indrajit Sinha, Richard Lancioni, and Howard Forman

651 **Author Index**

Volume Contents